

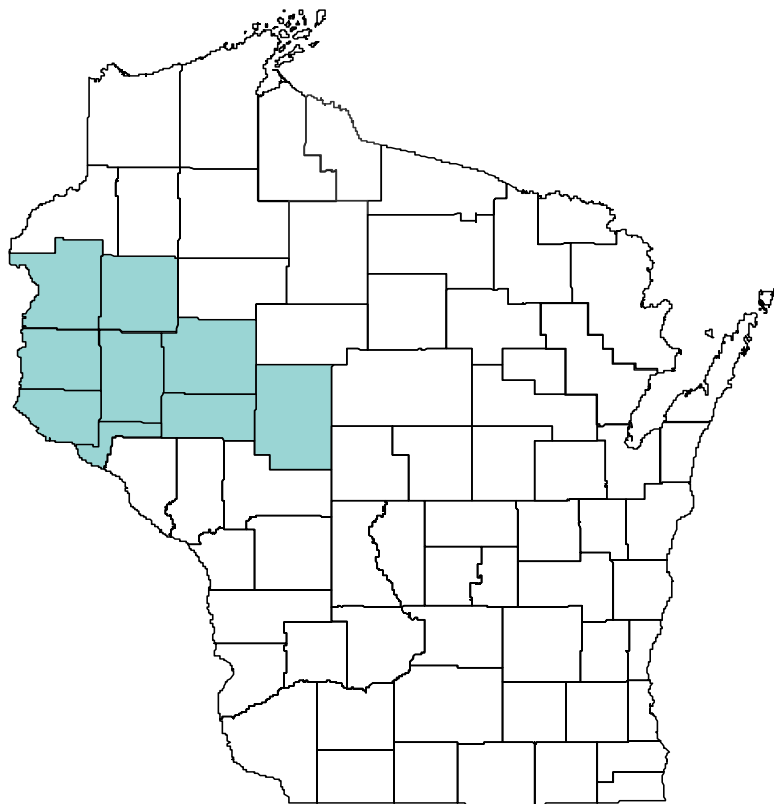
# Workforce Development Area Profile

## West Central Wisconsin

Barron, Chippewa, Clark, Dunn, Eau Claire, Pepin,  
Pierce, Polk, and St. Croix Counties.

The labor market is a constant ebb and flow of supply and demand. Too little demand for workers creates too much supply and unemployment increases. But too little supply of workers means job vacancies and lack of employment growth.

Every Workforce Development Area in the state should anticipate a tight labor supply condition by the end of the next decade. Planners in each area must understand the unique set of employment characteristics in their region to development a strategy to meet a future where demand will exceed supply.



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State of Wisconsin  
Department of Workforce Development  
Office of Economic Advisors  
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## Industry employment and projections

The West Central Wisconsin Workforce Development Area (WDA) is one of eleven WDAs in the State of Wisconsin; and like other WDAs, has a workforce that reflects the jobs with area employers. Those jobs are classified by the goods and services produced (industry) and by the occupations of the workers in those jobs. This profile examines the workforce in West Central Wisconsin and, in some instances, draws comparisons to the other WDAs in the state (Note: the comparison charts in this publication combine the Milwaukee and WOW WDAs).

In the West Central Workforce Development Area there were 171,420 jobs with 11,020 local employers in 2002. There are more jobs in education and health care services than any other industry group, but there are more employers in the trade industry group. Over a ten-year period ending in 2012, the number of jobs is projected to increase 13.9 percent to 195,270 jobs in the region. Most of the 23,850 new jobs (89%) will be with service-providing employers.

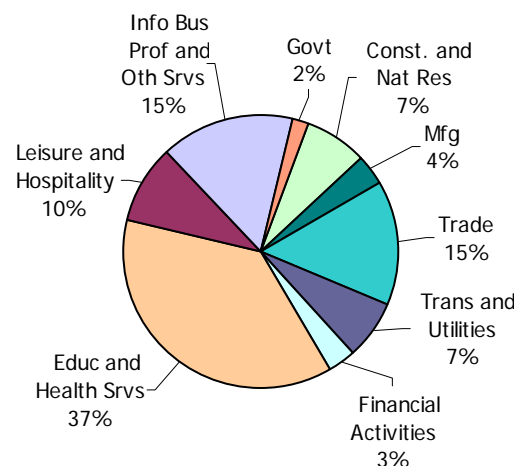
By 2012, there will be 150,740 jobs with employers in the service-providing sectors of trade; transportation and utilities; financial activities; education (both private and public) and health services; leisure and hospitality services; a group that includes information, professional and business services, and other services; and government. Employers in the service-providing industries have been increasing their dominance in the local economy for many years and that trend will continue during the projection period.

The largest industry group among the services-providing sector is education and health services. Education here includes

both private and public institutions. Employment with public institutions is included in order to focus on the occupations of the jobs within the industry.

Education and health services employers will add nearly 9,000 jobs to the regional economy from 2002 to 2012. Roughly one-quarter of those new jobs will be with employers that provide ambulatory health services that include clinics, medical offices and emergency services. The number of jobs with ambulatory health providers is projected to increase 41 percent from 5,270 in 2002 to 7,420 in 2012. In addition to these jobs there are the projected new jobs with hospitals that will add 2,150 new jobs. Nearly half of the region's health care jobs in these two

**Distribution of Job Growth by Industry Sectors in West Central Wisconsin: 2002 - 2012**



**Industry Projections for West Central Workforce Development Area, 2002-2012**

Industry Title	Employment		Ten-year change	
	2002 Estimate	2012 Projected	Numeric	Percent
Total Non-farm Employment	171,420	195,270	23,850	13.9%
Construction/Mining/Natural Resources	8,160	9,920	1,760	21.6%
Manufacturing	33,710	34,610	900	2.7%
Paper Manufacturing	1,490	1,460	-30	-2.0%
Plastics and Rubber Products Manufacturing	3,880	4,700	820	21.1%
Computer and Electronic Product Manufacturing	3,500	3,060	-440	-12.6%
Trade	28,590	32,080	3,490	12.2%
Food and Beverage Stores	5,080	5,960	880	17.3%
Transportation and Utilities (Including US Postal Service)	8,090	9,740	1,650	20.4%
Financial Activities	6,480	7,300	820	12.7%
Education and Health Services (Incl'd state & local govt. ed. & hosp.)	36,110	44,930	8,820	24.4%
Ambulatory Health Care Services	5,270	7,420	2,150	40.8%
Hospitals (Including state & local govt.)	6,840	8,340	1,500	21.9%
Leisure and Hospitality	17,140	19,410	2,270	13.2%
Information/Prof Services/Other Services	20,050	23,720	3,670	18.3%
Government (Excluding USPS, state & local govt. ed. and hosp.)	13,080	13,560	480	3.7%

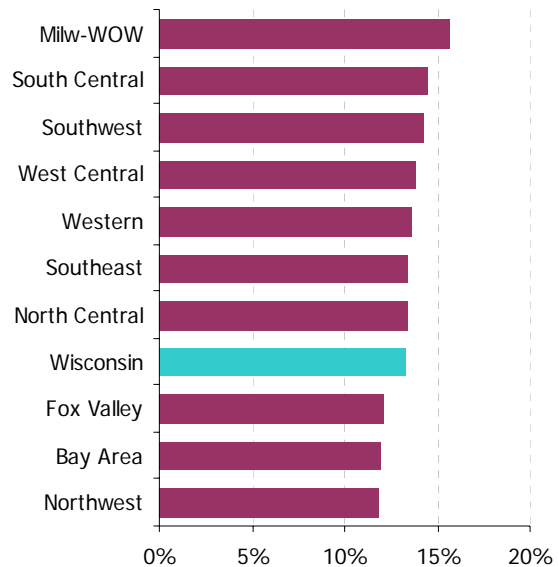
Source: WI DWD, Office of Economic Advisors, September 2004

industries is in the Eau Claire metropolitan area. The number of jobs in health care services is projected to increase in every region of the state as better technology that leads to improved healthcare generates an increasing need for services, especially among a population that is growing older. Although not detailed in the table on page 1, educational services employment is also projected to increase 15 percent during the ten-year period.

Manufacturing employment, currently the second largest industry sector, is projected to increase by only 900 jobs over the ten-year period. There are 21 manufacturing industries in the sector in the West Central region and only ten are projected to add jobs from 2002 to 2012. Included among the ten with projected job growth are the three largest manufacturing industries in the region: food products, fabricated metal products, and machinery manufacturing. Employment data in all three, however, is suppressed according to guidelines established by the U.S. Bureau of Labor Statistics. Of the three industries included in the table on page 1 only plastics and rubber products, the fourth largest manufacturing industry in the region, is projected to add jobs. Computer and electronic products, the fifth largest manufacturing industry in 2002, has been losing jobs since 1999 and, even though it is projected to continue losing jobs, should still be the fifth largest in 2012.

Included with manufacturing in the goods-producing sector is the construction, mining and natural resources industry group. The second largest percent change in regional jobs, 21.6%, is projected for this group. The West Central region, like most regions in the state, will experience a large increase in new and remodeled building and road maintenance and construction. A much smaller share of jobs in this group includes mining, and forest and farm workers in natural resources. The food

Changes in Employment for Workforce Development Areas in Wisconsin: 2002 - 2012



Source: WI DWD, Office of Economic Advisors, Sept. 2004

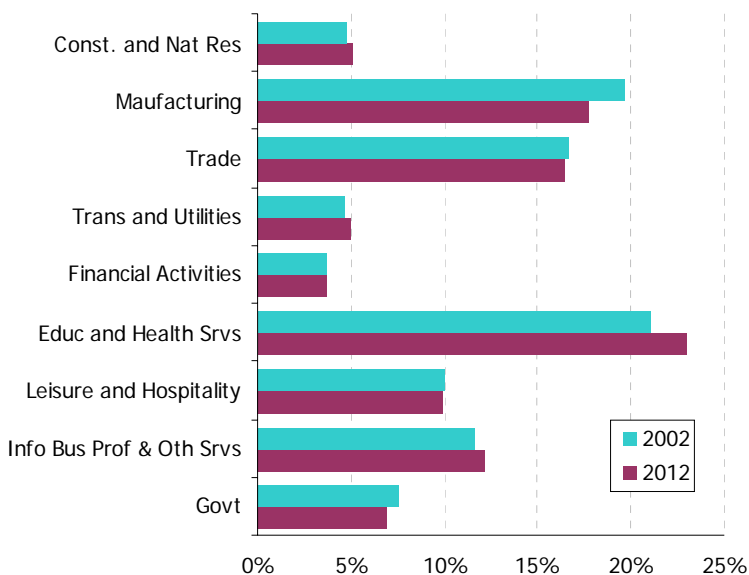
processing jobs located throughout the region are included in manufacturing.

The third largest industry group, trade, is projected to add 3,490 jobs during the ten-year period. Roughly 17 percent of the region's jobs are with trade employers, the third highest share among the eleven WDAs in Wisconsin. Nearly half of the trade jobs is with employers in the Eau Claire metropolitan area. Trade employers, attracting shoppers from surrounding communities, have expanded near I-94 and will soon be expanding along the new highway 53 by-pass. The greatest share of trade jobs in the region are with general merchandise stores, but again, the employment data is suppressed. The second largest industry in the trade group is food and beverage stores with over 5,000 jobs in 2002 and is projected to add 880 jobs by 2012.

The third greatest increase in jobs in the region is projected by employers in the information, professional and business services and other services industry group with the addition of 3,670 jobs from 2002 to 2012. One reason the group is large is that it is an aggregate of five industry sectors. In addition to the three included in the group name there are the industry sectors of management of companies; and administrative support, waste management and remediation services. Another reason for the multitude of jobs is that the sector provides support to other industries through temporary help agencies, corporate offices, publishing firms and research, data processing, and engineering firms.

The overall job projection, with an increase of 13.9 percent for the ten-year period in the West Central region, ranks the fourth best among all the WDAs in the state (top chart) and exceeds the increase projected in the state of 13.3 percent.

Distribution of Jobs by Industry Sectors in West Central Wisconsin: 2002 - 2012



Source: WI DWD, Office of Economic Advisors, September 2004

## Employment and wages

The annual average wage for all industries in the nine-county area increased 3.4 percent in 2003 to \$27,979. Wages earned by workers in professional and business services were the highest wages in the region and were 98 percent of wages earned by workers in the industry statewide. The greatest disparity in wages in the region compared with the state occurred in financial activities. In spite of this, the annual average wage in financial activities of \$30,012 exceeded the all industries average in the region.

Comparing wages from one region to another, or in this case, to the state often ignores some reasons for this disparity such as staffing and work patterns. For example, workers in the financial services industry in West Central Wisconsin are primarily in administrative support and clerical occupations that pay lower hourly wages than the professional occupations that are found in the industry statewide.

Another reason for lower annual average wages is the length of the workweek and the number of weeks worked in a year. These characteristics are especially prominent in the leisure and hospitality industry where the annual average wage in the region of \$9,813 is much closer to wages paid for similar

### 2003 Average Annual Wage by Industry Division in West Central WDA

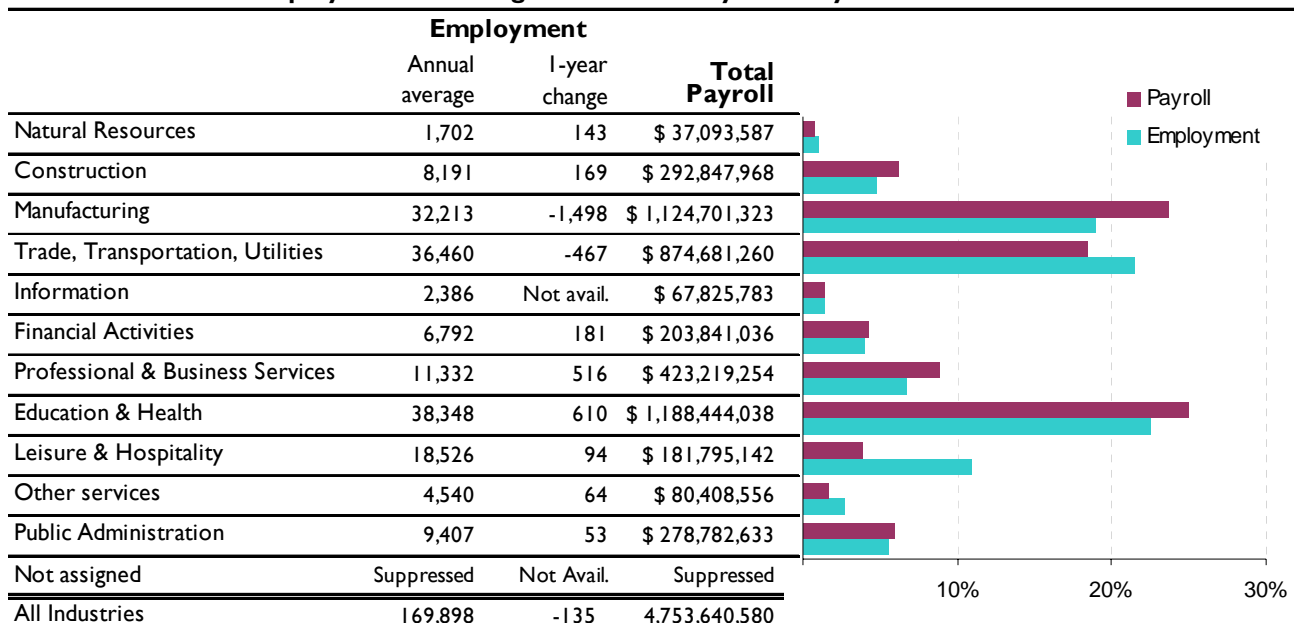
	Average Annual Wage		Percent of	1-year
	Wisconsin	West Central	Wisconsin	% change
All Industries	\$ 33,423	\$27,979	84%	3.4%
Natural resources	\$ 25,723	\$21,794	85%	1.2%
Construction	\$ 40,228	\$35,752	89%	4.1%
Manufacturing	\$ 42,013	\$34,915	83%	4.3%
Trade, Transportation, Utilities	\$ 28,896	\$23,990	83%	4.1%
Information	\$ 39,175	\$28,427	73%	Not avail.
Financial activities	\$ 42,946	\$30,012	70%	7.5%
Professional & Business Services	\$ 38,076	\$37,347	98%	-1.2%
Education & Health	\$ 35,045	\$30,991	88%	2.8%
Leisure & Hospitality	\$ 12,002	\$9,813	82%	1.7%
Other services	\$ 19,710	\$17,711	90%	-0.7%
Public Administration	\$ 35,689	\$29,636	83%	7.3%

Source: WI DWD, Bureau of Workforce Information, Quarterly Census of Employment & Wages

work in the state.

The graph below illustrates the distribution of payroll and jobs with the major industry groups in West Central Wisconsin. One-quarter of the region's total payroll, the highest share of any industry, is paid to workers in education and health services. Employers in the industry also supply the greatest share of jobs. The second highest payroll is paid by manufacturing employers who provide the third greatest share of jobs.

### 2003 Employment and Wage Distribution by Industry in West Central WDA



Source: WI DWD, Bureau of Workforce Information, Quarterly Census of Employment & Wages

## Significant industries

### Top Five Industries in West Central WDA

Industry	March-2004		Numeric Employment Change	
	Establishments	Employees	2003 - 2004	1999 - 2004
Educational Services	111	17,254	-325	913
Food Services and Drinking Places	745	13,095	402	1,240
Nursing and Residential Care Facilities	114	7,568	30	678
Hospitals	18	6,982	75	1,075
Executive, Legislative, & Gen. Government	260	6,295	15	-68

Source: DWD, Bureau of Workforce Information, Quarterly Census of Employment and Wages

Five industry groups (listed above) in West Central Wisconsin provide nearly one in every three jobs for local residents. These industries are at the 3-digit NAICS (North American Industry Classification System) level, the most specific detail available for counties and regions and are incorporated with the broader sectors on page 1. Three of these industries: educational services (private and public), nursing and residential care facilities and hospitals are part of the education and health services sector. Food services and drinking places is part of the leisure and hospitality sector; and executive, legislative and general government includes only those offices providing administration of public programs (excludes corrections, health, transportation, etc).

These industries are significant because of the jobs they provide and the opportunities they will create for local job seekers. A brief description of the five industries follows. For each industry there is a list of its top 20 occupations with the most jobs based on state occupational patterns for that industry (local occupational patterns are not available).

Share of jobs in top five industries in West Central WDA



### I. Education Services

Even though education services employment declined in West Central Wisconsin in the last year, historically the industry has added jobs and the projection to 2012 forecasts continued growth similar to state trends. The majority of jobs in education are with local and state institutions which, in turn, comprise over half of all state and local government jobs.

Growth in education services employment in Wisconsin is projected to slow to 15 percent in the 2002-2012 period from 21 percent in the previous ten-year period. Similar growth is projected for the West Central region. Rising enrollments in post-secondary education, spurred by children of the baby boomers, and general demand for continued career and skills training, will be the catalyst for this industry's overall employment growth even though flat enrollments for elementary and secondary classes are projected in the U.S.

In addition to the thousands of jobs that will be created as the industry expands, there will be nearly as many generated by replacement needs as many current employees will leave the occupation primarily for retirement.

In addition to the many teaching occupations included on the list of occupations ranked by total employment in 2012 in Wisconsin, there are many non-teaching occupations. This list offers a glimpse of the occupation staffing patterns in institutions in Northwest Wisconsin.

### Top 20 Occupations in Wisconsin in Education Services Ranked by number of jobs projected in 2012

- Elementary School Teachers, Except Special Education
- Secondary School Teachers, Except Special and Vocational Education
- Teacher Assistants
- Middle School Teachers, Except Special and Vocational Education
- Janitors and Cleaners, Except Maids and Housekeeping Cleaners
- Secretaries, Except Legal, Medical, and Executive
- Vocational Education Teachers, Postsecondary
- Education Administrators, Elementary and Secondary School
- Special Ed. Teachers, Preschool, Kindergarten, and Elementary School
- Kindergarten Teachers, Except Special Education
- Educational, Vocational, and School Counselors
- Executive Secretaries and Administrative Assistants
- Cooks, Institution and Cafeteria
- Office Clerks, General
- Special Education Teachers, Secondary School
- Coaches and Scouts
- Vocational Education Teachers, Secondary School
- Special Education Teachers, Middle School
- Librarians
- Bookkeeping, Accounting, and Auditing Clerks

Source: WI DWD, Office of Economic Advisors, Sept. 2004



## II. Food Services and Drinking Places

Roughly three in every four jobs in the leisure and hospitality industry sector are in the food services and drinking places industry group. Employment in leisure and hospitality is projected to increase 13.2 percent from 2002 to 2012, slower than the increase from 1992 to 2002 of 24 percent. Although new job creation will not match the pace of the previous ten-year period the demand for workers generated by replacement needs is high due to low wages, seasonality and partial workweeks of many of the jobs. Census 2000 estimated that the average workweek in the industry was roughly 32 hours and most workers were employed for 43 weeks.

For many of the occupations listed in this table, the need for replacements workers is at least three times the need resulting from new jobs. This is especially true in limited-service restaurants where first-time job seekers fill many vacancies and students work temporarily until they graduate and move on to other opportunities.

Although these occupations have a reputation for low wages several have the potential to produce higher earnings. In 2002 the average hourly wage for waiters was \$7.50 (includes some estimate of tips) but under good conditions that could double. The average hourly wage for chefs was \$12.75, but one-quarter of the workers earned more than \$15.75/hour.

## III. Nursing and Residential Care Facilities

There were over 7,568 jobs in nursing and residential care facilities in West Central Wisconsin in March 2004 and it is part of the much larger education and health services sector listed on page 1. Like other health service industries employment growth in nursing and residential care facilities will out-pace the increases in most other industries in the region. The number of jobs in the industry is projected to increase 32 percent from 6,200 in 2002 to 8,150 in 2012. The projected increase in employment reflects the anticipated need from an aging population.

Many of the occupations listed for this industry in the table on the right are also found in other industries in the region. The majority of workers in the top two occupations on the list, ranked by total employment in 2012 in Wisconsin, however, work primarily in nursing and residential care facilities. The list also includes many occupations that do not involve direct patient care and do not require medical training, occupations often overlooked in discussions of industry and occupation expansion.

Four occupations are included on the list of occupations in the WDA projected to have the most annual openings from 2002 to 2012 (page 8) and two are on the list of occupations with the greatest percent change.

### Top 20 Occupations in Wisconsin in Food Services and Drinking Places Ranked by number of jobs projected in 2012

Waiters and Waitresses  
Combined Food Preparation and Serving Workers, Including Fast Food  
Bartenders  
Cooks, Restaurant  
First-Line Supervisors/Managers of Food Preparation and Serving Workers  
Cooks, Fast Food  
Dishwashers  
Food Preparation Workers  
Cooks, Short Order  
Dining Room and Cafeteria Attendants and Bartender Helpers  
Hosts and Hostesses, Restaurant, Lounge, and Coffee Shop  
Counter Attendants, Cafeteria, Food Concession, and Coffee Shop  
Food Service Managers  
Chefs and Head Cooks  
Cashiers  
Janitors and Cleaners, Except Maids and Housekeeping Cleaners  
Driver/Sales Workers  
General and Operations Managers  
Truck Drivers, Light or Delivery Services  
Bakers

Source: WI DWD, Office of Economic Advisors, Sept. 2004

### Top 20 Occupations in Wisconsin in Nursing and Residential Care Facilities Ranked by number of jobs projected in 2012

Nursing Aides, Orderlies, and Attendants  
Home Health Aides  
Personal and Home Care Aides  
Registered Nurses  
Licensed Practical and Licensed Vocational Nurses  
Maids and Housekeeping Cleaners  
Social and Human Service Assistants  
Rehabilitation Counselors  
Cooks, Institution and Cafeteria  
Food Preparation Workers  
Recreation Workers  
Laundry and Dry-Cleaning Workers  
Combined Food Preparation and Serving Workers, Including Fast Food  
Dining Room and Cafeteria Attendants and Bartender Helpers  
Child Care Workers  
Medical and Health Services Managers  
Janitors and Cleaners, Except Maids and Housekeeping Cleaners  
General and Operations Managers  
Food Servers, Nonrestaurant  
Maintenance and Repair Workers, General

Source: WI DWD, Office of Economic Advisors, Sept. 2004

## IV. Hospitals

Employment growth in hospitals, facing industry cost pressures and increased utilization of clinics and other alternative care sites, will be the slowest within the health services industry. Spurred to reduce costs, hospitals are increasingly providing services on an outpatient or ambulatory basis. However, because of the industry's relatively large size it is projected to be the fifth largest source of new jobs during the projection period.

The industry occupation patterns in West Central Wisconsin, especially for the larger occupations, mimic those in Wisconsin. The two occupations at the top of the list on the right are also among the occupations with the most annual openings projected for the region and four of the occupations appear on the list of occupations with the greatest percent change (page 8). Several of the occupations on this list, like janitors and receptionists, are found in other industries and are a good reminder that hospitals offer employment to more than health care workers.

There are 18 hospitals in the WDA, but none are located in Pepin and Pierce counties. Growth of hospital employment is tied to consumer demand and that demand for health services will continue to increase, especially from an older population that needs more health care as it ages.

### Top 20 Occupations in Wisconsin in Hospitals Ranked by number of jobs projected in 2012

Registered Nurses  
Nursing Aides, Orderlies, and Attendants  
Licensed Practical and Licensed Vocational Nurses  
Maids and Housekeeping Cleaners  
Radiologic Technologists and Technicians  
Medical and Health Services Managers  
Medical and Clinical Laboratory Technologists  
Physical Therapists  
Janitors and Cleaners, Except Maids and Housekeeping Cleaners  
Interviewers, Except Eligibility and Loan  
Respiratory Therapists  
Medical Secretaries  
Surgical Technologists  
Receptionists and Information Clerks  
Medical Transcriptionists  
Medical Assistants  
Food Servers, Nonrestaurant  
Medical Records and Health Information Technicians  
Secretaries, Except Legal, Medical, and Executive  
Occupational Therapists

Source: WI DWD, Office of Economic Advisors, Sept. 2004

## V. Executive, Legislative & General Government

This industry group includes employment in public administration of government programs excluding jobs with state and local education, hospitals and the U.S. Postal Service. Jobs with federal health clinics and hospitals are included.

Public administration employment is the fifth largest industry group in the WDA and provides nearly 6,430 jobs for local workers. The industry group is dominated by local government, which comprises 86 percent of all public administration jobs. This includes all city and county law enforcement, road maintenance, health and welfare departments, parks and recreation, utilities, and many more services. Also included in public administration are planning offices, correctional facilities, and transportation.

The list of occupations with the most jobs includes a large presence of occupations involved with public safety including patrol officers, fire fighters and highway workers. While three of the occupations, nurse aides, janitors and RNs, appear on the list of occupations with the most annual openings none of them are on the list of jobs on page 8 with the greatest percent increase.

Employment in the public sector is projected to increase the least from 2002 to 2012, adding only 480 jobs. Growth in public sector employment is constrained by decreasing budgets to administer government services.

### Top 20 Occupations in Wisconsin in Government (Excl. state & local education, hospitals & US Postal Service) Ranked by number of jobs projected in 2012

Police and Sheriff's Patrol Officers  
Fire Fighters  
Nursing Aides, Orderlies, and Attendants  
Legislators  
Correctional Officers and Jailers  
Highway Maintenance Workers  
Janitors and Cleaners, Except Maids and Housekeeping Cleaners  
Office Clerks, General  
Secretaries, Except Legal, Medical, and Executive  
Emergency Medical Technicians and Paramedics  
Registered Nurses  
Bookkeeping, Accounting, and Auditing Clerks  
Library Assistants, Clerical  
Court, Municipal, and License Clerks  
Recreation Workers  
Child, Family, and School Social Workers  
Landscaping and Groundskeeping Workers  
Maintenance and Repair Workers, General  
Water and Liquid Waste Treatment Plant and System Operators  
Executive Secretaries and Administrative Assistants

Source: WI DWD, Office of Economic Advisors, Sept. 2004

## Occupation projections

### Occupational Group Summary for West Central Workforce Development Area

Occupational Groups	Estimated Employment		2002 - 2012 Change		Annual average			Average hourly wage	Annual average wage
	2002	2012	Numeric	Percent	New Jobs	Replacements	Total Openings		
Total, All Occupations	171,420	195,270	23,850	13.9%	2,390	4,250	6,640	\$14.56	\$30,278
Management, Business & Financial Operations	11,270	13,260	1,990	17.7%	200	210	410	\$25.78	\$53,619
Computer, Math, Architecture & Engineering	4,870	5,600	730	15.0%	70	100	170	\$26.84	\$55,834
Life & Social Sciences, Legal, Art & Entertaining	6,710	7,930	1,220	18.2%	120	130	250	\$18.71	\$38,913
Education, Training, & Library	10,780	12,800	2,020	18.7%	200	230	430	\$18.46	\$38,406
Healthcare Practitioners, Technicians & Support	13,670	17,900	4,230	30.9%	430	240	670	\$17.43	\$36,258
Food Preparation & Serving	16,360	18,440	2,080	12.7%	210	650	860	\$8.03	\$16,702
Protective, Maintenance & Personal Care Service	12,740	15,060	2,320	18.2%	240	300	540	\$10.80	\$22,461
Sales and Related	17,560	20,020	2,460	14.0%	250	630	880	\$12.19	\$25,356
Office/Administrative Support	26,410	27,970	1,560	5.9%	160	620	780	\$12.24	\$25,451
Natural Resources, Mining & Construction	7,800	9,450	1,650	21.2%	160	160	320	\$16.73	\$34,801
Installation, Maintenance, Repair & Production	29,270	31,040	1,770	6.0%	180	700	880	\$13.90	\$28,910
Transportation/Material Moving	14,010	15,790	1,780	12.7%	180	300	480	\$12.70	\$26,419

Source: Wisconsin Department of Workforce Development, Office of Economic Advisors, September 2004

The occupation projections for West Central Wisconsin over a ten-year period that ends in 2012 include 23,850 new jobs created by expansion from existing employers or by new employers moving to the area. The projections also include a ten-year projection of 42,500 job openings generated when

workers leave an occupation and create a need for a replacement worker. An example of this would be a nursing aide who retires from the occupation or, after completing training, becomes a registered nurse. Replacement needs do **not** include openings that occur when a nurse aid leaves one employer to work for another in the same occupation.

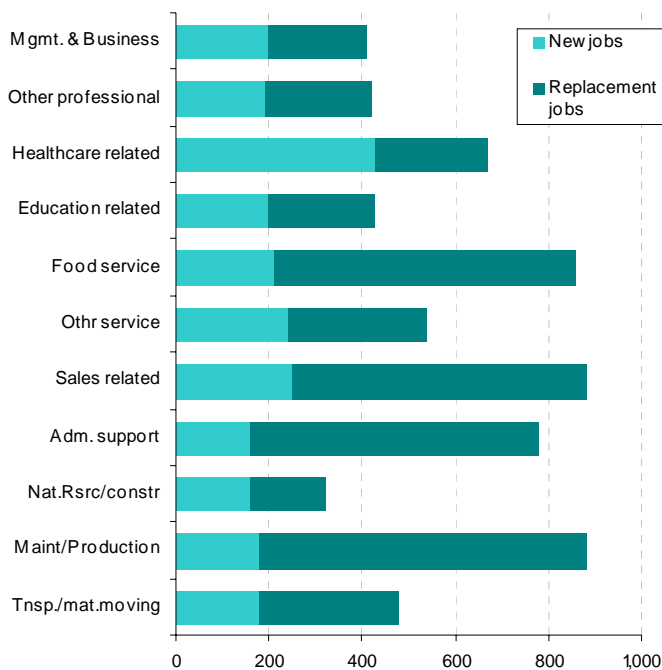
These projections do not include an estimate of self-employed (included in previous projections) therefore the total number of jobs in occupations, projected to increase from 171,420 in 2002 to 195,270 by 2012 matches the industry changes on page 1.

The greatest increase, 18 percent of all new jobs, occurs in healthcare occupations with the addition of 4,230 jobs. The share of jobs in healthcare occupations increases from 8.0 percent to 9.6 percent of all jobs in the WDA. The share of total jobs in installation, maintenance, repair and production occupations, in spite of a decline from 17.1 percent in 2002 to 15.9 percent in 2012, will continue to be the greatest source of jobs in the region. The second greatest share of jobs, in office and administrative support occupations, follows a similar pattern declining from 15.4 to 14.3 percent of all jobs. In both occupational groups the number of replacement openings is roughly four times the number of new jobs.

New and replacement jobs, combined, produce the total (annual) jobs openings projected for an occupation over the projection period. In nearly all occupation groups, except health related occupations, the number of replacement jobs exceeds the number of jobs created from growth.

Both sources of job openings are important. Too often the focus is only on job growth and little attention is given to the vacancies generated from replacement needs. But as baby-

#### Annual Openings by Occupation Groups in West Central WDA



Source: WI DWD, Office of Economic Advisors, September 2004



### Twelve Occupations with the Most Annual Openings from 2002-2012 in West Central Workforce Development Area

Occupational Title	Estimated Employment		2002-2012 Change		Annual average			Typical Education or Training Path	Average Wage	Middle 50 Percent Hourly Wage Range
	2002	2012	Numeric	Percent	New Jobs	Replacements	Total Openings			
Cashiers	5,520	6,230	710	12.9%	70	270	340	1 mo. or less trng. on-the-job	\$7.47	\$6.35 - \$8.41
Retail Salespersons	5,550	6,300	750	13.5%	80	200	280	1 mo. or less trng. on-the-job	\$10.50	\$7.16 - \$12.02
Waiters/Waitresses	3,300	3,760	460	13.9%	50	170	220	1 mo. or less trng. on-the-job	\$7.52	\$6.01 - \$7.97
Comb Food Prep/Server/Incl Fast	3,200	3,880	680	21.3%	70	140	210	1 mo. or less trng. on-the-job	\$7.11	\$6.03 - \$8.04
Registered Nurses	3,010	3,940	930	30.9%	90	60	150	Bachelor's or Assoc. degree**	\$22.78	\$19.16 - \$25.69
Nursing Aides/Orderlies/Attndnts	3,060	3,790	730	23.9%	70	40	110	1 mo. or less trng. on-the-job	\$10.21	\$8.84 - \$11.37
Truck Drivers/Hvy/Tractor-Trailer	2,840	3,450	610	21.5%	60	50	110	1-12 mo. training on-the-job	\$16.23	\$13.00 - \$19.36
Labrs/Frght/Stock/Matrl Movrs/Hand	3,000	3,100	100	3.3%	10	100	110	1 mo. or less trng. on-the-job	\$9.84	\$7.76 - \$11.30
Janitors/Cleanrs Ex Maids/Hskpng	2,830	3,220	390	13.8%	40	50	90	1 mo. or less trng. on-the-job	\$10.51	\$8.33 - \$12.45
Sls Reps/Whlsl/Mfg/Ex Tech/Sci	1,880	2,230	350	18.6%	40	50	90	1-12 mo. training on-the-job	\$23.52	\$15.16 - \$29.22
Team Assemblers	3,430	3,220	-210	-6.1%	0	90	90	1-12 mo. training on-the-job	\$11.90	\$9.83 - \$13.56
Office Clerks/General	2,750	2,990	240	8.7%	20	60	80	1 mo. or less trng. on-the-job	\$10.23	\$8.12 - \$12.24

Source: WI DWD, Office of Economic Advisors, September 2004

\* may include classroom instruction \*\* depends on employer

boomers approach retirement age, the need to fill replacement jobs looms menacingly on the horizon. The average age of all workers in 2000 was 39-40 years, but was higher in occupations that require a degree. For example, the average age in the West Central WDA for those in education occupations was 48 years in 2000 and one-third of these workers were over 50 years old.

The chart on page 7 clearly identifies healthcare occupations as the group that will have the most new jobs. There are 61 health related occupations in the WDA, but the need for registered nurses will generate one-fifth of the new jobs in healthcare and will produce the most new jobs of any occupation in the region. The list of occupations generating the most new jobs, as well as other ranked tables and a detailed list of all occupations in West

Central Wisconsin is available at <http://dwd.wisconsin.gov/oea/wda/projections/wc.htm>.

The list of twelve occupations in the above table appears here because it represents 28 percent of total openings projected for the West Central WDA. One occupation, team assemblers, made it to this list in spite of a projected loss of jobs over the ten-year period.

Eight of these twelve jobs typically require very little training. These jobs are often filled by workers who are entering the labor force, attending school, working another job, or seeking retirement income. One irrefutable fact is that there will be an abundance of job openings during the projection period that require no formal training.

### Twelve Occupations with the Greatest Percent Change from 2002-2012 in West Central Workforce Development Area

Occupational Title	Estimated Employment		2002-2012 Change		Annual average			Typical Education or Training Path	Average Wage	Middle 50 Percent Hourly Wage Range
	2002	2012	Numeric	Percent	New Jobs	Replacements	Total Openings			
Medical Assts	340	540	200	58.8%	20	10	30	1-12 mos. training on-the-job	\$11.83	\$10.13 - \$13.30
Medcl Records/Health Info Techs	220	340	120	54.5%	10	0	10	Associate degree	\$12.15	\$9.60 - \$14.70
Home Health Aides	960	1,450	490	51.0%	50	10	60	1 mo. or less trng. on-the-job	\$9.54	\$8.54 - \$10.54
Social/Human Service Assts	480	690	210	43.8%	20	10	30	1-12 mos. training on-the-job	\$11.88	\$9.52 - \$13.64
Personal and Home Care Aides	950	1,350	400	42.1%	40	20	60	1 mo. or less trng. on-the-job	\$8.52	\$7.25 - \$9.73
Dental Hygienists	240	340	100	41.7%	10	0	10	Associate degree	\$23.90	\$22.23 - \$27.29
Occupational Therapists	170	240	70	41.2%	10	0	10	Bachelor's degree	\$22.91	\$20.01 - \$26.29
Physical Therapists	200	280	80	40.0%	10	0	10	Master's degree	\$27.25	\$22.99 - \$31.99
Dental Assts	380	530	150	39.5%	20	10	30	1-12 mos. training on-the-job	\$11.09	\$9.66 - \$12.68
Taxi Drivers and Chauffeurs	180	250	70	38.9%	10	0	10	1 mo. or less trng. on-the-job	\$8.10	\$6.98 - \$9.10
Interviewers/Ex Eligibility/Loan	170	230	60	35.3%	10	10	20	1 mo. or less trng. on-the-job	\$10.90	\$9.39 - \$12.48
Rehabilitation Counselors	200	270	70	35.0%	10	10	20	Master's degree	\$16.04	\$13.15 - \$17.71

Source: WI DWD, Office of Economic Advisors, September 2004

\* may include classroom instruction \*\* depends on employer

The table below groups occupations by typical education or training path and shows that 44 percent of projected openings will be in occupations that require only short-term training (less than one month). This is much higher than in Wisconsin (40%) and the United States (41%). Too often these jobs are ignored, but they do offer some potential. Supervisors and middle-managers acquire experience from these jobs and are often promoted to these positions from within the company.

The second table on page 8 also includes occupations with minimal training requirements, but more of these occupations require some training or degree. Many times the occupations on this list, a.k.a. the 'Hot Jobs' list, have fewer jobs and fewer job opportunities. The sum of the total openings in the twelve occupations on the bottom list represents only 4.5 percent of all total openings projected for the West Central WDA. Eight of the twelve occupations with the greatest percent increase are health care occupations.

The fastest growing occupation in West Central WDA and in Wisconsin and the nation is medical assistants where employment is projected to reach 540 in 2012. While a moderate (1-12 months) training period was historically more common, most employers now prefer graduates from a formal training program in medical assisting. Medical assistants perform routine administrative and clinical tasks to keep medical offices running smoothly, including answering phones, taking medical histories and instructing patients about medications and diets.

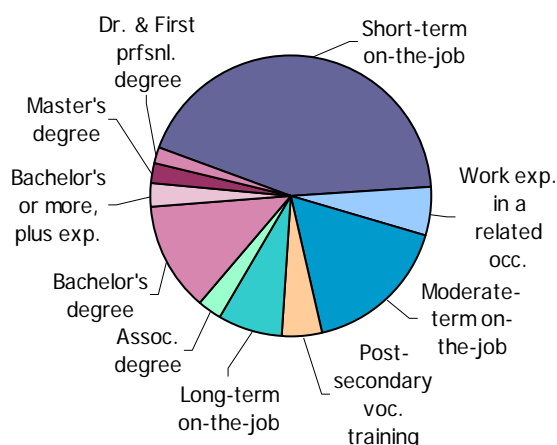
The second fastest growing job in the WDA, medical records and health information technicians, is one of the few health occupations in which there is little or no direct contact with patients. Employment is projected to increase from 220 in 2002 to 340 in 2012. Workers in this occupation organize and evaluate patient information concerning medical history, symptoms, lab reports, diagnosis, treatment plans and assign codes to determine reimbursements allowed under

government and insurance programs. Nearly all employers prefer someone with an associate degree and certification.

These two occupations represent some of the changes occurring in the training expectations of employers. The typical education and training path of an occupation is based on workers currently in the occupation. Many baby-boomers who entered the labor market directly from high school were trained on-the-job and promoted to new occupations.

In the last two decades employers have switched from in-house training to training provided by education institutions. Jobs that were previously filled by someone with moderate- to long-term on-the-job training are now filled by workers with vocational training. That said, the basic requirements for jobs with advanced degrees have not changed and only 16 percent of the total job openings projected during the ten-year period will require a bachelor's degree or higher.

**Distribution of Total Openings in West Central WDA by Training Path**



**Typical Education or Training Path\* for Jobs in West Central Workforce Development Area**

Education or Training	Number of Occupations	Estimated Employment		2002-2012 Change		Annual average			Distribution of Total Openings
		2002	2012	Numeric	Percent	New Jobs	Replacements	Total Openings	
<b>Total</b>	740	171,430	195,270	23,840	13.9%	2,400	4,280	6,680	100.0%
Associate degree	34	4,660	5,710	1,050	22.5%	110	90	200	3.0%
Bachelor's degree	105	20,600	24,610	4,010	19.5%	400	420	820	12.3%
Master's degree	36	3,310	3,960	650	19.6%	70	70	140	2.1%
First professional degree	16	1,430	1,810	380	26.6%	40	20	60	0.9%
Doctoral degree	40	1,400	1,810	410	29.3%	40	30	70	1.0%
Long-term on-the-job training	82	13,480	15,450	1,970	14.6%	200	300	500	7.5%
Moderate-term on-the-job training	166	36,610	39,930	3,320	9.1%	330	780	1,110	16.6%
Short-term on-the-job training	136	66,970	75,470	8,500	12.7%	850	2,070	2,920	43.7%
Bachelor's degree or more, plus work exp.	30	5,620	6,530	910	16.2%	90	110	200	3.0%
Work exp. in a related occupation	45	10,120	11,580	1,460	14.4%	150	220	370	5.5%
Postsecondary vocational training	50	7,230	8,410	1,180	16.3%	120	170	290	4.3%

\* This provides a general indication of the education or training typically needed in occupations. There may be other pathways.

Source: WI DWD, Office of Economic Advisors, September 2004

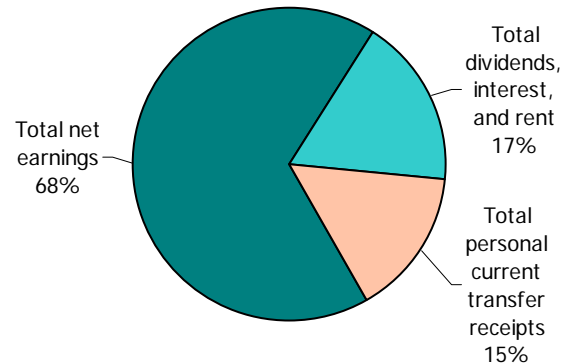
## Total personal income

Total personal income is the sum of net earnings, income from dividends, interest and rent, and receipts from transfer payments. The data on personal income, collected by the U.S. Bureau of Economic Analysis, is the most complete set of personal income published.

Two-thirds of total personal income (TPI) in the West Central WDA is from net earnings. Net earnings include wage and salary disbursements including employer contributions for pension, insurance and government social insurance; proprietor's income; and adjustment for residents who work in jobs outside the area. Net earnings increased 30.4 percent in the last five years, faster than in Wisconsin, but matched to the increase in the United States. The increases in the beginning of the five-year period were double those in the later years when recession slowed income growth, not only in the WDA, but also in the state and nation.

Net earnings reflect the wages earned in an area, which, in turn, reflect the industry and occupation patterns of the workers in the area, both previously discussed. The importance of occupational patterns in a region cannot be overstated. Areas with higher concentrations of professional and technical workers have higher earnings. The highest per capita net earnings among the WDAs is \$29,067 in the WOW WDA where more than 30 percent of the workers are in professional and technical occupations. In the west central region roughly 27 percent of the jobs are in these occupations, and even then the mix of

**Major Components of Total Personal Income  
in 2002 in  
West Central Workforce Development Area**



Source: Special tabulation by WIOEA & US BEA files

professional jobs includes a smaller share of jobs that command higher wages.

The second greatest source of income in the West Central WDA, 17 percent, is from dividends, interest and rent receipts. Like net earnings, increases earlier in the five-year period exceeded those in later years, but over the entire timeframe income from dividends, interest and rent increased 21 percent in the region, exceeding increases in Wisconsin and the nation.

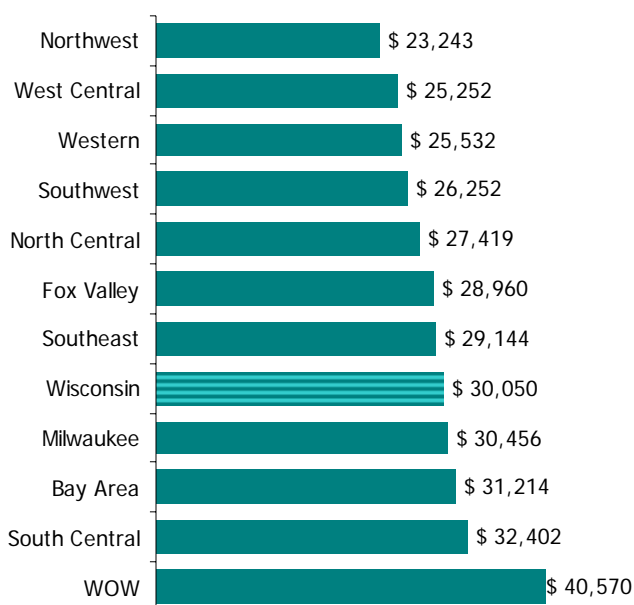
**Total Personal Income in West Central Workforce Development Area  
% Change from 1997 to 2002**

	1997	2002	West Central	Wisconsin	United States
<b>Population</b>	402,445	426,248	5.9%	3.3%	5.6%
<b>Total Personal Income (in thousands)</b>	\$8,566,776	\$11,140,144	30.0%	26.6%	28.8%
<b>Net Earnings</b>	\$5,774,357	\$7,528,922	30.4%	27.6%	30.4%
<b>Dividends, Interest, and Rental Income</b>	\$1,599,536	\$1,935,206	21.0%	14.9%	18.4%
<b>Transfer Receipts</b>	\$1,192,883	\$1,676,016	40.5%	39.4%	35.8%
Income Maintenance	\$79,310	\$89,175	12.4%	29.1%	21.3%
Unemployment insurance benefit payments	\$32,207	\$78,034	142.3%	147.2%	166.1%
Retirement and other	\$1,081,366	\$1,508,807	39.5%	36.9%	34.4%
<b>Per Capita Personal Income</b>	\$21,287	\$26,135	22.8%	22.6%	22.0%
Per Capita Net Earnings	\$14,348	\$17,663	23.1%	23.5%	23.4%
Per Capita Dividends, Interest, and Rental Income	\$3,975	\$4,540	14.2%	11.3%	12.1%
Per Capita Transfer Receipts	\$2,964	\$3,932	32.7%	35.0%	28.6%
<b>Total Employment (see glossary)</b>	230,037	242,109	5.2%	5.0%	7.3%
Wage and salary jobs	180,228	187,057	3.8%	4.3%	5.9%
Number of non-farm proprietors	35,989	41,509	15.3%	11.2%	16.0%
<b>Average earnings per job</b>	\$23,240	\$28,217	21.4%	21.0%	21.2%
Average wage & salary disbursements	\$21,678	\$26,694	23.1%	19.0%	21.1%
Average nonfarm proprietors income	\$15,255	\$16,938	11.0%	37.0%	24.7%

Source: Special tabulation by WI DWD, Office of Economic Advisors & US Dept. of Commerce, Bureau of Economic Analysis, May 2004

The final piece of the pie, 15 percent, is from personal current transfer receipts. Transfer receipts include benefits from government social insurance funds, primarily Social Security and Medicare, and other programs. Unlike the first two components, transfer receipts increased more rapidly in the latter years of the five-year period as the recession deepened and retirements (possibly related to layoffs) increased. Payments of unemployment insurance benefits rose 142 percent in the WDA from 1997 to 2002, an increase that was actually less than in the state or nation. From 2001 to 2002, the number of residents who filed at least one claim for unemployment benefits increased by 5,900 to 32,260. By 2003 the number of claimants was receding and by 2004 had fallen to 26,470.

## Per Capita Personal Income by WDA



Source: US Dept. of Commerce, Bureau of Economic Analysis

In the last five years total personal income increased 30 percent in West Central Wisconsin, better than the increases in either Wisconsin or the United States. In spite of this growth in TPI, per capita personal income increased only 22.8 percent, only slightly better than in Wisconsin and the United States. The explanation for an increase in TPI that exceeded the increase in PCPI is population demographics.

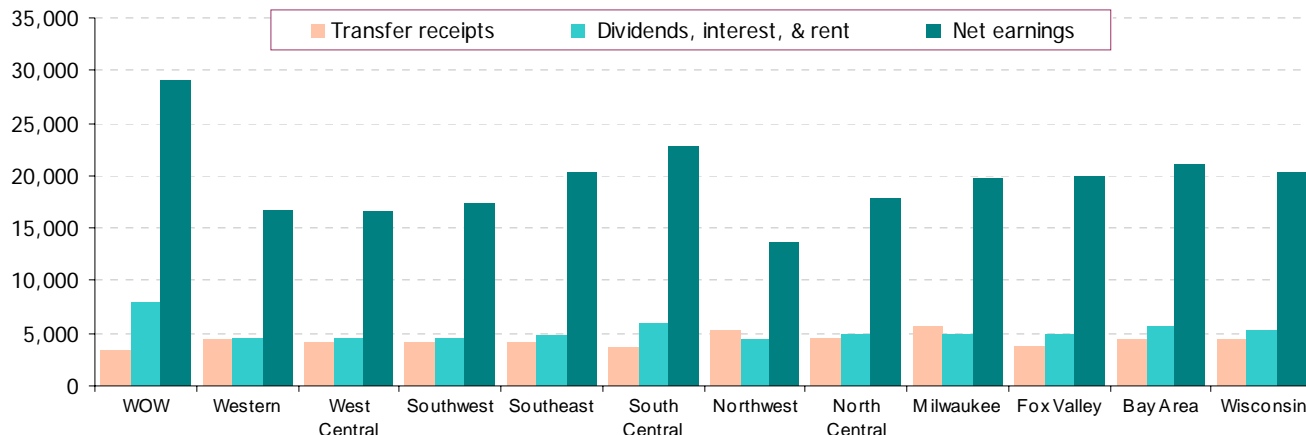
Per capita personal income (PCPI) is the result of total personal income divided by total population. If a greater share of residents are younger or older they contribute less (or not at all) to total income. A region that has a higher share of younger or older population will have a lower PCPI. Conversely, a population with a greater share of residence middle-aged (and in their prime working years) will generally have a higher PCPI, especially since earnings from employment are the greatest source of total personal income.

An area with a larger share of young, who contribute nothing to personal income, will have a lower PCPI. In 2000, the share of population under 20 in the West Central WDA was 29.5 percent, the third largest share among the WDAs. The average wage and salary disbursements in the WDA also ranked tenth lowest among the eleven WDAs and was below the state average of \$31,884. Combined, these two reasons contribute to a per capita personal income in West Central of \$25,252 that is the second lowest among the WDAs.

St. Croix County, with a PCPI of \$30,756 and ranked seventh highest in the state, was the only county in the region to exceed the state PCPI of \$30,050. The high PCPI in St. Croix is related to an influx of residents, especially those with jobs in the Twin Cities. An influx of population doesn't always increase PCPI. In Chippewa County, with the third greatest percent increase in population, the PCPI of \$25,655, ranked 36<sup>th</sup> highest in the state.

The bottom chart graphically displays the per capita income by major component for each workforce development area. In all WDAs net earnings greatly exceed transfer receipts and income

## Per Capita Income by Major Components of Total Personal Income: 2002

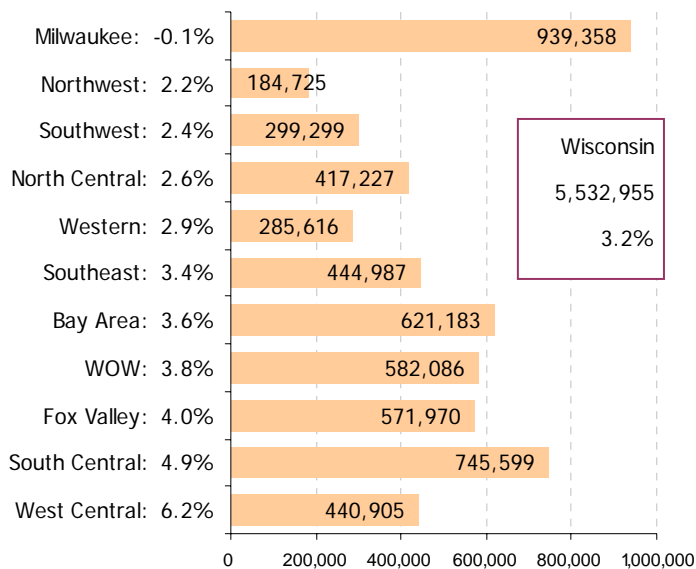


Source: Special tabulation by WI DWD, Office of Economic Advisors & US Dept. of Commerce, Bureau of Economic Analysis

## Connecting the Elements

All of the elements in this profile industry, earnings, occupational patterns, income and population are connected. Industry provides jobs, jobs generate earnings and earnings attract workers and, through consumption, generate more jobs. Jobs require workers with occupational skills and those workers are part of the local labor force, which is a share of the total population.

### 2004 WDA Population and Percent Change from 2000



Source: WI Dept. of Administration, Demographic Services Center

The population in West Central Wisconsin is increasing faster than any of the WDAs in Wisconsin. From 2000 to 2004, roughly 25,700 residents were added to the local population for a percent change of 6.2 percent. More than one-third of that increase, however, occurred in one county, St. Croix; and over half of the increase was in the three counties along the Minnesota border, St. Croix, Polk and Pierce. The population in West Central Wisconsin may be increasing faster than other WDAs, but the total population represents only eight percent of the state's population.

In general, the population increases either because there are more births than deaths in the area or because new residents move into the area. West Central Wisconsin's population benefited from both sources. From 2000 to 2004, the number of births exceeded the number of deaths by 6,253 residents and 19,446 new residents moved into the area.

The population is projected to continue to expand from both natural change and migration, although growth from both sources of new residents will slow in the years approaching 2020. The population in West Central Wisconsin

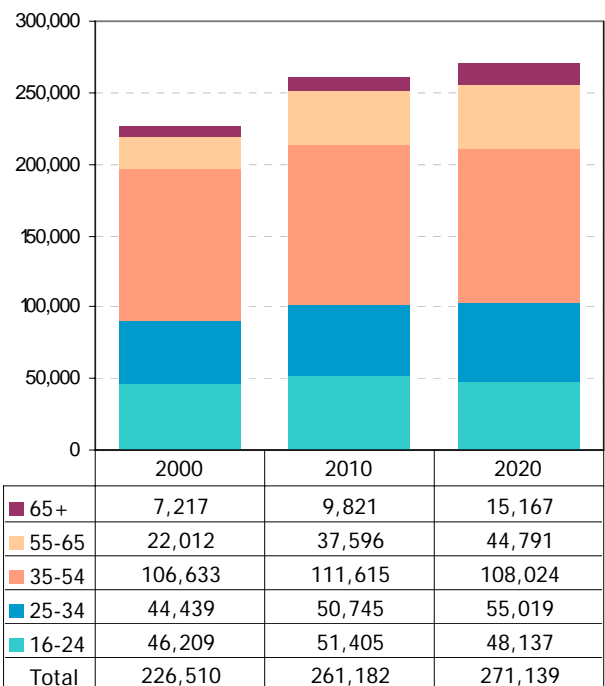
is projected to increase 25 percent with the addition of 88,200 individuals from 415,210 in 2000 to 503,410 in 2020. The projection forecasts larger increases from 2000-2010 than from 2010-2020.

Currently, roughly two-thirds of the increase in population is from migration. Individuals who move are generally older, but not so old that they are retirement age. The largest adult age group in the West Central population in 2000 was aged 40-49 years and roughly 88 percent of the residents in this group participate in the labor force. Those aged 40-49 years are grouped in the bottom graph with residents aged 35-54 years who comprise the largest segment of the labor force.

By 2020, however, only half of the increase in population is projected from migration and those 40 years old in 2000 will be 60 years old. This is the crux of the problem forecast to occur over the next two decades. The share of population aged 60 years and older will increase from 16.6 percent in 2000 to 23.7 percent in 2020, from 69,100 residents to 119,445 residents. As the population ages, labor force participation declines from near 90 percent for those aged 35 to 39 years to 50 percent for those aged 60-64 years and 25 percent for those aged 65-69 years.

Using current labor force participation rates (LFPR) for age groups and incorporating the projected changes in LFPR

### West Central WDA Labor Force Projections by Age



**Decade change**      **19.1%**      **15.3%**      **3.8%**

Source: DWD, Office of Economic Advisors, August 2004



forecast nationally by the U.S. Bureau of Labor Statistics, provides a rough estimate of the future age composition of the labor force that appears in the graph at the bottom of the previous page. This forecasts a projected total labor force of 263,200 in 2012 and is represented by the diamond in the graph on this page. It should be noted that the most significant changes in population and labor force, caused by an aging baby-boom population, occur in the second half of the decade ending in 2020 and do not appear in this graph because the industry and occupation projection period ends in 2012. The year 2012 demarcates the end of the period for industry and occupation projections.

The changes through 2020 are incorporated into the labor force projections by age graph on the previous page. That graph depicts a labor force that will continue to increase in number, but those increases will be progressively smaller. From 1990-2000, the labor force expanded 19 percent in West Central Wisconsin. An expansion of 15.3 percent is forecast from 2000 to 2010, but that drops to an increase of only 3.8 percent from 2010 to 2020. The labor force will be larger than it is today, but there will be fewer workers in the prime years of 35-54 and more workers in the older age groups (who will be retiring in the 2020-2030 decade).

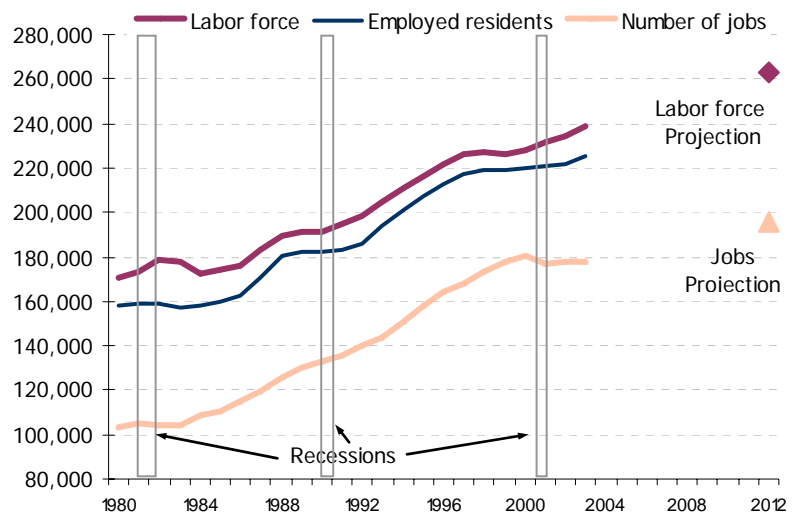
The graph on the right includes not only the labor force projection, but also the industry projection from page 1 and an historic representation of the number of total employed in the region. The top line, representing the total number of residents who participate in the labor force by either working or looking for work, increased from 167,700 in 1980 to 239,100 in 2003. During those 23 years there were three national recessions, 1981-82, 1990-91, and 2001 that affected the local area. Since unemployment generally lags a recession the area on the graph depicting those years appear a bit later. The gap between the top, labor force line and the second, employment line represents the number of unemployed in the area labor force.

From 1990 to 2000, the labor force expanded 19 percent, employment grew by 21 percent and the number jobs with area employers increased 37 percent. In the late 1990s, as the number of jobs increased and the supply of area workers tightened, the West Central unemployment rate dropped to a record low of 3.2 percent.

During the projection period the number of jobs is expected to increase 13.9 percent and labor force growth is projected to expand 12.7 percent. The slower labor force growth and

shifting age composition will bring about a multitude of workforce issues. One issue is that there will be a shortage of younger workers to not only physically replace the retiring baby-boomers, but to replace their knowledge and skill acquired by years on the job. Employment trends in recent years that rely on temporary workers and have been fraught with frequent lay offs are not conducive to investing in the time to thoroughly train younger workers.

**Historic & Projected Labor Force & Jobs in West Central WDA**



Source: WI DWD, Bureau of Workforce Information & Office of Economic Advisors

Another issue has been the general focus on occupations that are rapidly growing, like those related to computer systems, or on occupations adding the most new jobs and inadequate attention on the numerous vacancies created when workers leave the occupation, like carpenters. There has also been a lack of attention given to occupations that require a physical presence in order to complete the job. These occupations are more likely to be locally-based and not prone to outsourcing.

And there is also the issue evolving from shifts in consumer behavior as the population ages. There is no better example of this than the healthcare industry and the correlation between an increase in age and the increased demand for healthcare services.

Awareness of the workforce issues is the first step in moving toward solutions and employers and planners in West Central Wisconsin are asking questions and working on solutions.

The workforce development profiles are produced by the Office of Economic Advisors in the Wisconsin Department of Workforce Development. The author of this profile and regional contact for additional labor market information is:

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